

# UPDATE

DEFENSE STANDARDIZATION PROGRAM JOURNAL

VOLUME 1 • NUMBER 2

SEPTEMBER 2000

## Recognizing Standardization Excellence

In many ways, standardization is a thankless discipline. It is often difficult to sell. It is hard to demonstrate specific savings or improvements in operational capability. Although interoperability is a guiding principle in both Joint Vision 2010 and its successor, Joint Vision 2020, the word "standardization" is never mentioned. But one of the reasons we have had, and continue to have, interoperability problems is lack of standardization.

Engineers and designers love to be creative and invent things. It is more alluring to design something new than to seek and use standard parts, software, processes, or practices. It is also easier for those designers to make decisions and promote solutions at a program level rather than at the corporate level. And yet, standardization's greatest benefits are corporate. At the DoD-wide level, standardization contributes to greater mission readiness, improved operational capability, and reduced costs. By

definition, standardization is about finding common solutions for common problems and sharing them across programs. It can be a great challenge to get people to take this broad view.

Ironically, by focusing on standardization documents, MilSpec Reform added to the difficulty of promoting standardization. Secretary Perry's message in June 1994 was to state standardization requirements in terms of performance, interoperability, interface, and functions, rather

diplomatic, persistent, and patient. Such special people need to be recognized for their contributions to national defense, and often to the national or even the world economy. In July, Lou Kratz and I had the pleasure of doing just that—recognizing a few of these special people at the presentation of the thirteenth annual Defense Standardization Program Honorary Awards (watch for the full story and photos in the October-November *Defense Standardization Program*

### From the Director



**Gregory E. Saunders**  
Director, Defense Standardization Program Office

*Standardization is about finding common solutions for common problems and sharing them across programs. It can be a great challenge.*

than detailed design and how-to. Unfortunately, the message sent is not always the message received. The unintended consequence was the mistaken belief by some that the intent of MilSpec Reform was to eliminate standardization and standards. This perception is wrong, and it is dangerous.

So the people who work in standardization, who promote it for the operational, technical, and financial good of the DoD are, in our view, *very special people*. They must not only be technically competent, but also persuasive, concise,

*Journal).*

This year's awards marked a dramatic departure from previous awards in several respects. First, rather than focusing on MilSpec Reform as we had for the last few years, we based award selections on use of standardization as an engineering tool to help promote interoperability, improve performance and reliability, and reduce costs. Second, we are developing case studies to document the accomplishments and payoffs of our award winners. The case studies will help with that

difficult task of selling the benefits of standardization. Third, we did not limit the number of awards, nor establish a quota. We were pleased that there were winners from each Military Department, the Defense Logistics Agency, and the Defense Information Systems Agency. However, had that not happened, it would have been OK. It was our intent to award the most deserving teams and individuals, not to make sure we had winners from every sector. That is our plan for next year as well.

Our selection process was intense. We looked for clear indications that standardization goals or principles had been advanced; that benefits reached beyond a single office, program, or activity; and that payoffs

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# Welcome, Mr. Chairman

## *Acquisition experts see Defense Standardization Program as a major player in Joint Vision 2020*

On July 14, 2000, the standardization community welcomed the new Chairman of the Defense Standardization Council, **Mr. Louis (Lou) A. Kratz**, Assistant Deputy Under Secretary of Defense (Logistics Architecture).

Mr. Kratz brings tremendous knowledge and skill to his new position as the Chairman. In his present position, he is responsible for guiding the Department of Defense (DoD) in logistics process improvement, consistent with the National Performance Review and the Defense Reform initiative. He is overseeing the development of DoD's long range logistics planning to meet the requirements of Joint Vision 2010.

From 1984 to 1998, Mr. Kratz was Director of Life Cycle Integration at TASC, with eighteen years of experience in weapon system acquisition, acquisition reform, CALS, and information resource management. He was an initial contributor to the CITIS specification and cost/benefit guidelines. He directed model development efforts and cost/benefit analyses of CALS in support of the DoD CALS Office, the F-15, the AGM-130, the Block III Tank, OSD, and the Navy. He directed TASC's support to the OSD Acquisition Reform Office, and the FAA Acquisition Policy Office, including policy development, metrics, cost/benefit analyses, and best practices assessments. Recently, Mr. Kratz supported the



**Louis A. Kratz**

*Chairman,  
Defense Standardization Council*

development of the DoD National Performance Review Reinvention Impact Center goals and implementation plans.

Previously, Mr. Kratz directed detailed acquisition strategy analyses for the ACM, SFW, RAJPO, V-22, D-5, Stinger PMS, FOG-M, and Aquila programs. These efforts involved cost/benefit analyses of alternative strategies, tooling indemnification, subcontract management, and breakout.

From 1983 to 1984, Mr. Kratz was an associate at Sears World Trade, where he was the principal author of *Establishing Competitive Production Sources: A Handbook for Program Managers*, prepared for the Defense Systems Management College. He also prepared an integrated logistics support plan for the Canadian Low Level Air Defense System.

After graduation from Georgetown University in 1980, Mr. Kratz began his career with TASC as an acquisition analyst responsible for conducting cost/benefit analyses of alternative acquisition strategies for AMRAAM and GPS. He also provided analytic support to the Air Force Affordable Acquisition Approach Study and the Air Force Contract Management Review. In 1983, he earned his master's degree in Economics from Georgetown University.

His professional affiliations are with the National Defense Industries Association, the Industrial Engineers Institute, and the Society of Logistics Engineers.

**Lou Kratz** is a most welcome addition as the new Council Chairman and the standardization community looks forward to working with him in the days ahead.

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## Mind Your Mind:

*"To love what you do and feel that it matters—how could anything be more fun?"*

—Author Unknown

The *Defense Standardization Program Journal Update* is published four times a year as a supplement to the semi-annual *Defense Standardization Program Journal*. The *Update* is a forum to keep the standardization community posted on current and compelling news.

Your contributions are welcome and encouraged—letters, articles, news items, commentary and photographs. Flow of information and improved communications in recent years have played a key role in the effectiveness of standardization initiatives nationally and around the world. Take part in these efforts to strengthen our mission, for the benefit of our community and the people we serve.

Send materials to the Editor, DEFENSE STANDARDIZATION PROGRAM JOURNAL/UPDATE at 8725 John J. Kingman Road, Suite 4235, Fort Belvoir, Virginia 22060-6221.



## UPDATE

Defense Standardization Program Office  
Acquisition, Technology and Logistics

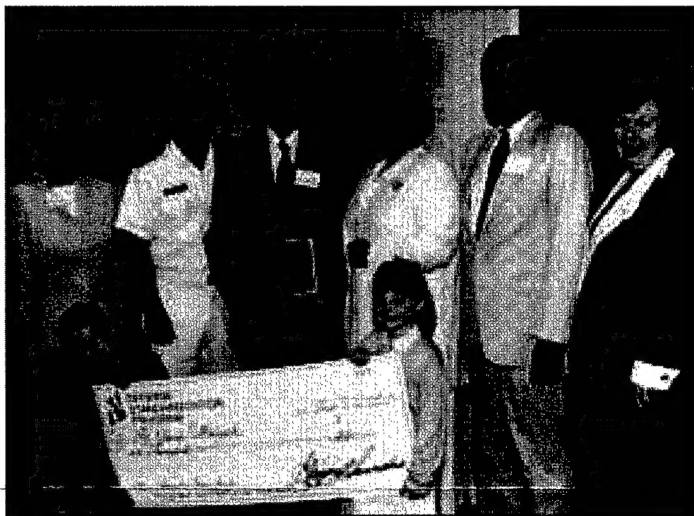
8725 John J. Kingman Road · Suite 4235 · Fort Belvoir, Virginia 22060-6221  
(703) 767-6888 Telephone · (703) 767-6876 Facsimile  
<http://www.dsp.dla.mil> · [sharon\\_strickland@dsp.dla.mil](mailto:sharon_strickland@dsp.dla.mil)

Jacques Gansler, *Under Secretary of Defense for Acquisition, Technology and Logistics*  
Gregory E. Saunders, *Director, Defense Standardization Program Office*  
Sharon Strickland, *Editor, Defense Standardization Program Journal/Update*

Typesetting and design by New Century Solutions and Studio Lucida.

*The DEFENSE STANDARDIZATION PROGRAM JOURNAL UPDATE is published four times a year by the Defense Standardization Program Office (DSPO). Opinions represented here are those of the authors, and may not represent official policy of the United States Department of Defense. Letters, articles, news items, photographs and other submissions for this Update are welcome and encouraged. Send all materials to Defense Standardization Program Journal Update at 8725 John J. Kingman Road, Suite 4235, Fort Belvoir, Virginia 22060-6221. DSPO is not responsible for unsolicited materials. Materials can be submitted by digital/electronic means: by e-mail to [sharon\\_strickland@dsp.dla.mil](mailto:sharon_strickland@dsp.dla.mil); or on floppy disks (Windows-formatted only) to Defense Standardization Program Journal/Update at the address above. DSPO reserves the right to modify or reject any submission as deemed appropriate.*

## DISA engineer Rittenbach wins standardization cash prize



Pictured above are Ms. Leslye Hughes, Deputy Commander, Center for Information Technology Standards (CFITS), DISA; Captain Joseph R. Martin, DISA Standardization Executive and DISA Commander, CFITS; Mr. Klaus Rittenbach, winner of the 1999 DSP Cash Award; Mrs. Karen Rittenbach; Mr. Ed Kovanic, Chief, Telecom Systems Branch, CFITS, DISA, Ft. Monmouth; and Ms. Elaine Babcock, DISA Departmental Standardization Office. Holding the winning check are the Rittenbach children, Kevin, age 3, and Katherine, age 6.

Mr. Rittenbach chaired a working group that developed the DoD interoperability standard for video teleconferencing (VTC), which he then successfully championed as the VTC standard for the entire Federal government. Now, millions of federal travel dollars are saved annually because of this important work.

Mr. Rittenbach is an electronics engineer with the DISA CFITS, Fort Monmouth. He has 22 years in Federal service and has also worked as a software engineer for private industry. He holds a bachelor's degree in electrical engineering from Princeton University and a master's degree in computer science from Fairleigh Dickinson University.



## Japanese space engineers like DSCC's quality program

Representatives of the National Space Development Agency (NASDA) of Japan recently visited Defense Supply Center, Columbus, to discuss the Qualified Manufacturers List (QML). NASDA procures microcircuits, transistors and diodes—many from the U.S. Foreign Military Sales program—for launch rockets, satellite applications, the international space station, and other research projects.

Through discussions with other space agencies, NASDA has become aware of the role of DSCC's Sourcing and Qualifications Unit in managing the QML-38535 program for microcircuits. The QML-38535 is the qualified manufacturers list that DSCC manages for the Defense Department to procure microelectronic devices which are used on virtually every military and civilian system.

Sumio Matsuda, NASDA's senior engineer, and his technical management team, would like to establish a working relationship with DSCC. DSCC is accommodating them, since it is in the best interests of the center and DoD to promote the QML in order to foster marketplace competition and standardize procurement for better quality and prices. The Japanese, who brought along representatives of NASAM (its marketing and distribution team), also wish to stay current with new technologies and product knowledge.

The QML is used as a vehicle to control product quality and reliability. Adding a manufacturer and its product to the QML demonstrates that a product can meet the specified performance, quality and reliability requirements that the military needs for its weapon platforms.

"They (NASDA) have been so pleased with the performance, quality and reliability of QML parts that they are increasing their use of them and are even trying to start their own QML program," said Darrell Hill, Chief, Sourcing and Qualification Unit.

NASDA has requested that DSCC QML engineers come to Tokyo in the fall to speak on the QML program requirements for microcircuits and semiconductors at the upcoming Thirteenth Annual Space Parts Workshop.

DSCC currently has eight certified manufacturing lines in Japan, all are high-volume commercial manufacturers who perform various operations to support U.S. QML-38535 companies.

—Mike Adams

Team Chief, Custom Devices Team  
(614) 692-0662; Michael\_Adams@dsc.dla.mil.

Representatives of the National Space Development Agency (NASDA) of Japan recently visited the Defense Supply Center Columbus (DSCC) to discuss the Qualified Manufacturers List with DSCC's Sourcing and Qualifications Unit. Pictured here are (from left): Vinh Tran, DSCC electronics engineer; Osamu Uchida, NASDA reliability engineer; Chihsheng Lin, NASAM marketing manager; Sumio Matsuda, NASDA senior engineer; William Mentavlos, DSCC electronics technician; Koichi Suzuki, NASDA engineer; Shing Yu, DSCC electronics engineer; Yuusuke Suzuki, NASDA engineer; Michael Adams, Chief, Custom Devices Team; and Darrell Hill, Chief, DSCC Sourcing and Qualification Unit.

## "From the Director..." continued from front page

either had already been achieved or would likely be realized. After selecting the winners, we went through the winning nominations looking for the individual or team that had gone an extra mile; that overcame extraordinary challenges; and that persisted to champion standardization for the betterment of DoD and the nation. We did this in order to present the first ever cash award in appreciation of such efforts. It was extremely difficult to pick the recipient of this award money. All of the winners were deserving, but after careful deliberations, we selected **Mr. Klaus Rittenbach**, from the Defense Information Systems Agency, to be the first recipient of the \$5000 Director's Distinguished Standardization Accomplishment Award, for his pioneering work in the field of video teleconferencing standards. (See story on page 3.)

There is tremendous standardization work going on in many areas throughout the Department of Defense. **We want to find and reward the best of the best.** I just signed the call for award nominees for 2000—winners will be announced and recognized in March 2001. I anticipate another great crop of nominees. **I urge you to find those pockets of excellence and to bring them to our attention.**

Congratulations to all of our award winners—you are all special people.



## Points of Contact

### Defense Standardization Program Office Heads

SERVICE/AGENCY	TELEPHONE	FACSIMILE
<b>Army</b>		
Karim Abdian	(703) 617-6096 DSN 767-6096	(703) 617-8256 DSN 767-8256
POC: Lucille F. Thomas-Davis lthomas@hqamc.army.mil	(703) 617-5101 DSN 767-5101	(703) 617-8256 DSN 767-8256
<b>Navy</b>		
CDR Mary Beth Newton mnewton@ar.navy.mil	(703) 602-2123 (No DSN available)	(703) 602-4643
POC: Carlotta White cwhite@ar.navy.mil	(703) 602-0136 Ext. 117	(703) 602-5481
<b>Air Force</b>		
John Heliotis john.heliotis@pentagon.af.mil	(703) 588-7848 DSN 425-7848	(703) 588-0587 DSN 425-0587
POC: Paul A. Palmer paul.palmer@pentagon.af.mil	(703) 588-7847 DSN 425-7847	(703) 588-0066 DSN 425-0066
<b>Defense Logistics Agency</b>		
William Lee william_lee@hq.dla.mil	(703) 767-1641 DSN 427-1641	(703) 767-2602 DSN 427-2602
<b>Defense Information Systems Agency</b>		
Elaine Babcock babcocke@ncr.disa.mil	(703) 735-3305 DSN 653-3305	(703) 735-3255 DSN 653-3255
POC: Mr. Gerald Ring ringg@ftm.disa.mil	(732) 427-6800 DSN 987-6800	(732) 427-6798 DSN 987-6798
<b>National Imagery and Mapping Agency</b>		
Danny Gleason gleasond@nima.mil	(703) 262-4409 (No DSN available)	(703) 262-4401
<b>National Security Agency/Central Security Service</b>		
Glenn Plonk glenw@romulus.ncsc.mil	(301) 688-3586 DSN 644-3586	(301) 688-6077 DSN 644-6077
<b>Defense Threat Reduction Agency</b>		
Ray Aragon aragonr@ao.dtra.mil	(505) 846-8431 DSN 246-8431	(505) 846-4248 DSN 246-4248

### Standardization Executives

SERVICE/AGENCY	TELEPHONE	FACSIMILE
<b>DoD (Council Chair)</b>		
Louis A. (Lou) Kratz kratzla@acq.osd.mil	(703) 614-6082 DSN 224-6082	(703) 614-8339 DSN 224-8339
<b>DoD (Council Vice Chair)</b>		
Gregory E. Saunders gregory_saunders@hq.dla.mil	(703) 767-6888 DSN 427-6888	(703) 767-6876 DSN 427-6876
<b>Army</b>		
Renata F. Price rprice@hqamc.army.mil	(703) 617-8975 DSN 767-8975	(703) 617-7810 DSN 767-7810
<b>Navy</b>		
Eileen Roberson roberson_eileen@acq-ref.navy.mil	(703) 602-0519 DSN 332-0519	(703) 602-5481 DSN 332-5481
<b>Air Force</b>		
Dr. Don Daniel don.daniel@pentagon.af.mil	(703) 588-7766 DSN 425-7766	(703) 588-8430 DSN 425-8430
<b>Defense Logistics Agency</b>		
Thomas Ridgway thomas_ridgway@hq.dla.mil	(703) 767-2641 DSN 427-2641	(703) 767-2602 DSN 427-2602
<b>Defense Information Systems Agency</b>		
Captain Joseph R. Martin martin4j@ncr.disa.mil	(703) 735-3229 DSN 653-3229	(703) 735-3575 DSN 653-3575
<b>National Security Agency</b>		
Glenn Plonk glenw@romulus.ncsc.mil	(301) 688-3586 DSN 644-3586	(301) 688-6077 DSN 644-6077

January 2000

### Mind Your Family:

*"To feel valued, to know, even if only once in a while, that you can do a job well is an absolutely marvelous feeling."*

—Barbara Walters